

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE MODERATING EFFECT OF CHANGE AGENT AND  
ORGANIZATIONAL CLIMATE ON THE TOTAL  
QUALITY MANAGEMENT AND ORGANISATIONAL  
SUSTAINABILITY IN SAUDI ARABIA HOTEL  
INDUSTRY**



**BY**

**KHALID ALHARBI**

**Universiti Utara Malaysia**

**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA  
June 2016**

**THE MODERATING EFFECT OF CHANGE AGENT AND  
ORGANIZATIONAL CLIMATE ON THE TOTAL  
QUALITY MANAGEMENT AND ORGANISATIONAL  
SUSTAINABILITY IN SAUDI ARABIA HOTEL  
INDUSTRY**

**BY**

**KHALID ALHARBI**



**UUM**  
Universiti Utara Malaysia

**Thesis Submitted to  
School of Business Management,  
Universiti Utara Malaysia,  
in Fulfillment of the Requirement for the Degree of Doctor of  
Philosophy**



**Pusat Pengajian Pengurusan Perniagaan**  
(School of Business Management)

**Kolej Perniagaan**  
(College of Business)

**Universiti Utara Malaysia**

**PERAKUAN KERJA TESIS / DISERTASI**  
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa  
(We, the undersigned, certify that)

**MR. AL-HARBI, KHALID NAHI**

calon untuk Ijazah

**DOCTOR OF PHILOSOPHY**

(candidate for the degree of)

telah mengemukakan tesis / disertasi yang bertajuk:

(has presented his/her thesis / dissertation of the following title):

**THE MODERATING EFFECT OF CHANGE AGENT AND ORGANIZATIONAL CLIMATE ON THE TOTAL QUALITY  
MANAGEMENT AND ORGANISATIONAL SUSTAINABILITY IN SAUDI ARABIA HOTEL INDUSTRY**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.  
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada:

**17 Oktober 2016.**

(That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:

**17 October 2016.**

Pengerusi Viva  
(Chairman for Viva)

: **Assoc. Prof. Dr. Sany Sanuri Mohd. Mokhtar**

Tandatangan  
(Signature)

Pemeriksa Luar  
(External Examiner)

: **Prof. Dr. Zaini Abdullah (UiTM)**

Tandatangan  
(Signature)

Pemeriksa Dalam  
(Internal Examiner)

: **Assoc. Prof. Dr. Nor Hasni Osman**

Tandatangan  
(Signature)

Tarikh: **17 Oktober 2016**  
(Date)

Nama Nama Pelajar  
(Name of Student) : Mr. Al-harbi, Khalid Nahi

Tajuk Tesis / Disertasi  
(Title of the Thesis / Dissertation) : The Moderating Effect Of Change Agent And Organizational Climate On The Total Quality Management And Organisational Sustainability In Saudi Arabia Hotel Industry

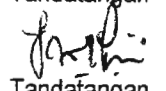
Program Pengajian  
(Programme of Study) : Doctor of Philosophy

Nama Penyelia/Penyelia-penyelia  
(Name of Supervisor/Supervisors) : Prof. Dr. Rushami Zien Yusoff



Tandatangan

Nama Penyelia/Penyelia-penyelia  
(Name of Supervisor/Supervisors) : Dr. Noor Hasmini Abdul Ghani

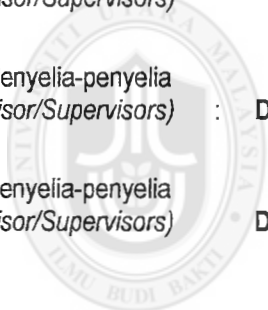


Tandatangan

Nama Penyelia/Penyelia-penyelia  
(Name of Supervisor/Supervisors) : Dr. Ebrahim Mohammed Ayedh Al Matari



Tandatangan



UUM  
Universiti Utara Malaysia

## **PERMISSION TO USE**

In presenting this thesis in fulfilment of the requirements for a Post Graduate degree from Universiti Utara Malaysia (UUM), I agree that the Library of this Universiti may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence, by the Dean of School of Business Management where I did my thesis. It is also understood that any copying or publication or use of this thesis or parts of it for due recognition shall be given to me and to UUM in any scholarly use which may be made of any material in my thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part, should be addressed to:



Dean of School of Business Management  
Universiti Utara Malaysia  
06010 UUM Sintok  
Kedah Darul Aman

**UUM**  

---

Universiti Utara Malaysia

## ABSTRACT

Saudi hotel industry still has not performed to their fullest potential. The industry has to focus on quality improvement efforts to improve their performance. Therefore, this study is undertaken to examine the impact of total quality management (TQM) practices on the sustainability of the Saudi hotel industry. It also aims to investigate the moderating effect of change agent and organisational climate on the total quality management (TQM) practices-sustainability relationship of the Saudi hotel industry. This study was motivated by the inconsistency of findings reported in the literature regarding the relationship of total quality management practices, change agent and organisational climate variables, with sustainability. Such inconsistencies have led to the emergence of a new research stream that recommended the investigation of the moderating variables that could contribute to the aforementioned relations between variables. In the present study, different theories were employed including the social exchange theory and the resource-based view theory, to provide an insight into the relationships among variables in the proposed conceptual framework. The study involved survey questionnaire which were randomly distributed to 932 hotels in five cities of Saudi. Out of the total number of retrieved questionnaires (238), 204 were usable for analysis. The researcher employed correlation and hierarchical regression analysis to analyze the study variables indirect and direct relationships. The results show a positive relationship between the TQM and the organisational sustainability, and they support the moderating effects of both change agent and organisational climate on the TQM-organisational sustainability relationship. The study is concluded by providing managerial, policy and theoretical implications as well as recommendations for future studies.

**Keywords:** total quality management, change agent, organisational climate, organisational sustainability, Saudi hotels

## ABSTRAK

Industri perhotelan di Arab Saudi masih belum mencapai tahap potensi sepenuhnya. Industri ini perlu fokus kepada usaha-usaha peningkatan kualiti untuk meningkatkan prestasinya. Justeru, kajian ini dijalankan untuk meneliti kesan amalan pengurusan kualiti menyeluruh (TQM) terhadap kemampanan industri perhotelan di Arab Saudi. Selain itu, kajian ini juga bertujuan menyelidik kesan pengantaraaagen perubahan dan iklim organisasi terhadap hubungan amalan TQM dan kemampanan industri perhotelan di negara itu. Penyelidikan ini didorong oleh penemuan yang tidak konsisten dalam literatur mengenai hubungan antara amalan pengurusan kualiti menyeluruh, agen perubahan dan pembolehubah iklim organisasi, dengan kemampanan. Percanggahan ini telah membawa kepada kemunculan aliran penyelidikan baharu yang mencadangkan agar kajian mengenai pemboleh ubah pengantara yang boleh menyumbang kepada hubungan antara pembolehubah- pemboleh ubah tersebut dibuat. Oleh itu, dalam kajian ini teori yang berbeza-beza termasuklah teori pertukaran sosial dan teori berasaskan sumber digunakan untuk memberikan kefahaman tentang hubungan berkenaan. Penyelidikan ini menggunakan soal kaji selidik yang diedarkan secara rawak kepada 932 buah hotel di lima bandar di Arab Saudi (238), dan hanya 204 daripadanya didapati sesuai untuk tujuan analisis. Penyelidik menggunakan korelasi dan regresi hierarki untuk menganalisis hubungan langsung dan hubungan tidak langsung antara pemboleh ubah-pemboleh ubah kajian. Dapatan kajian menunjukkan hubungan yang positif antara TQM dan kemampanan organisasi, dan hal ini menyokong kesan pengantaraan agen perubahan dan iklim organisasi terhadap hubungan antara TQM dan kemampanan organisasi. Implikasi pengurusan, dasar, implikasi secara teori, serta cadangan untuk kajian pada masa hadapan turut diketengahkan.

**Kata kunci:** pengurusan kualiti, agen perubahan, iklim organisasi, kemampanan organisasi, hotel-hotel di Arab Saudi



## ACKNOWLEDGEMENT

In the name of ALLAH, the most gracious, the most merciful. Praise be to ALLAH, the creator and custodian of the universe. Salawat and Salam to our Prophet Muhammad, peace and blessings of ALLAH be upon him and to his family members, companions and followers.

First and foremost, I would like to express my heartfelt thanks and gratitude to Allah S.W.T for His blessing and allowing me to complete this research.

In completing this research, I would like to acknowledge the intellectual sharing of many great individuals.

My foremost gratitude goes to my supervisors, Prof. Dr. Rushami Zien Yusoff, Dr .Noor Hasmini Bt. Abd.Ghani and Dr. Ebrahim Mohammed Al-Matari for their professional guidance and devoting their expertise and precious times to guide me to reach this level. Thank you, for all that you did.

Especial thanks to my beloved mother, my wife, my sons and my daughters, my brothers, my sisters and relatives for their kind help and patience and cooperation during my journey of Phd.

Additionally, I would like also to express my gratitude and thanks to all my friends and colleagues for their constructive comments and invaluable suggestions.

Finally, thanks also go to all the friends helped me in the data collection stage in almost all the cities. Some of them assisted me far beyond my expectations, thank you so much for your help and cooperation.

## TABLE OF CONTENTS

### TITLE PAGE

CERTIFICATION OF THESIS WORK..... II

PERMISSION TO USE.....IV

ABSTRACT..... V

ABSTRAK ..... VI

ACKNOWLEDGEMENT ..... VII

TABLE OF CONTENTS.....VIII

LIST OF TABLES .....XV

LIST OF FIGURES ..... XVII

LIST OF APPENDICES ..... XVIII

LIST OF ABBREVIATIONS ..... XIX

CHAPTER ONE ..... 1

INTRODUCTION..... 1

1.1 Chapter Overview ..... 1

1.2 Background of the Study..... 1

1.3 Statement of the Problem ..... 7

1.4 Research Objectives ..... 13

1.5 Research Questions ..... 14

1.6 Significance of the Study .....	14
1.6.1 Theoretical Significance .....	15
1.6.2 Practical (Managerial) Significance .....	16
1.7 Scope of the Study .....	17
1.8 Organisation of the Study .....	18
1.9 Operational Definitions of Related Terms .....	19
1.10 Summary of the Chapter .....	21
<b>CHAPTER TWO .....</b>	<b>23</b>
<b>LITERATURE REVIEW.....</b>	<b>23</b>
2.1 Introduction .....	23
2.2 Background of Saudi Hotel Industry .....	24
2.3 Organizational Sustainability .....	27
2.4 Total Quality Management .....	33
2.4 Principles of Total Quality Management .....	37
2.5 Total Quality Management Practices .....	39
2.6 Total Quality Management and Organizational Sustainability .....	43
2.7 Change Agent.....	47
2.7.1 Change Agent Types .....	48
2.7.2 Change Agent Roles .....	50

2.7.3 Characteristics of Successful Change Agent.....	51
2.8 Organisational Climate.....	55
2.9 Theoretical Underpinnings.....	60
2.9.1 Resource Based View Theory (RBV) .....	61
2.9.2 Social Exchange Theory.....	64
2.10 Theoretical Framework .....	65
2.11 Hypotheses Development.....	67
2.11.1 The Relationship between TQM and Organisational Sustainability .....	68
2.11.2 The Moderating Role of Change Agents.....	70
2.11.3 The Moderating Role of Organisational Climate .....	72
2.12 Summary of the Chapter .....	75
<b>CHAPTER THREE .....</b>	<b>76</b>
<b>METHODOLOGY OF THE STUDY .....</b>	<b>76</b>
3.1 Introduction.....	76
3.2 Research Design.....	77
3.3 Research Instrument.....	80
3.4 Measurements .....	80
3.4.1 Independent Variable of Total Quality Management.....	81
3.4.2 Moderating Variable of Organisational Climate .....	86

3.4.3 Moderating Variable of Change Agents .....	87
3.4.4 Dependent Variable of Organisational Sustainability .....	89
3.5 Population and Sample.....	91
3.6 Data Collection Procedures.....	92
3.7 Pilot Study.....	93
3.8 Data Analysis .....	95
3.8.1 Factor Analysis.....	95
3.8.2 Validity and Reliability Analysis .....	99
3.9 Hypothesis Testing.....	100
3.10 Ethical Considerations .....	100
3.11 Testing of Pilot Study .....	101
3.12 Summary of the Chapter .....	102
<b>CHAPTER FOUR.....</b>	<b>103</b>
<b>DATA ANALYSIS AND FINDINGS.....</b>	<b>103</b>
4.1 Introduction .....	103
4.2 Response Rate .....	103
4.3 Non-Response Bias Assessment .....	105
4.4 Demographic Distribution of the Respondents .....	108
4.5 Descriptive Analysis of the Variables and Normality .....	109

4.6 Goodness of Measure .....	110
4.6.1 Reliability Analysis .....	110
4.6.2 Construct Validity .....	111
4.6.2.1 Factor Analysis of Total Quality Management.....	112
4.6.2.2 Factor Analysis of Organisational Climate.....	113
4.6.2.3 Factor Analysis of Change Agents .....	114
4.6.2.4 Factor Analysis of Organisational Sustainability .....	116
4.7 Regression Analysis Assumptions .....	116
4.7.1 Normality Testing.....	117
4.7.2 Detection of Outliers .....	120
4.7.3 The Issue of Multicollinearity .....	121
4.7.4 Testing the Linearity, Homoscedasticity and the Independence of Errors.....	121
4.8 Testing of Hypotheses.....	122
4.8.1 Pearson Correlation Analysis .....	123
4.8.1.1 The Relationship between Total Quality Management and Organisational Sustainability .....	123
4.11 The Moderating Influence of Organisational Climate and Change Agents .....	125
4.11.1 The Moderating Influence of Organisational Climate.....	125
4.11.2 The Moderating Influence of Change Agents .....	127

4.12 Summary of the Chapter .....	129
<b>CHAPTER FIVE.....</b>	<b>131</b>
<b>CONCLUSION, DISCUSSION AND RECOMMENDATIONS.....</b>	<b>131</b>
5.1 Introduction .....	131
5.2 Summary of the Study.....	131
5.3 Discussion .....	136
The findings of the study are discussed in this section. ....	136
5.3.1 The Relationship between Total Quality Management on Organisational Sustainability .....	136
5.3.2 The Moderating Influence of Change Agent on the Relationship between Total Quality Management Practices and Organisational Sustainability .....	138
5.3.3 The Moderating Influence of Organisational Climate on the Relationship between Total Quality Management Practices and Organisational Sustainability....	140
5.4 Contributions of the Study .....	143
5.4.1 Theoretical Contributions.....	143
5.4.2 Managerial Contributions.....	145
5.5 Limitations of the Study.....	145
5.6 Suggestions for Future Research.....	147
5.7 Conclusion .....	148
<b>REFERENCES.....</b>	<b>151</b>

<b>APPENDICES .....</b>	<b>201</b>
-------------------------	------------





## LIST OF TABLES

Table		Page
2.1	Number of the Hotels in the Saudi Arabia during 2010 to 2015	25
2.2	Characteristics of Different Developmental Levels of Previous TQM Initiatives and Current Sustainability Programs	45
3.1	Summary of TQM Measurements and Practices	82
3.2	Measurement of TQM	83
3.3	Population of the Study	92
4.1	Response Rate of the Questionnaires	104
4.2	Early and Late Responses Descriptive Statistics Test (n=204)	106
4.3	Independent Sample t-test Results for Non-Response Bias (n=204)	107
4.4	Sampling Profile of the Respondents	108
4.5	Mean and Standard Deviation of the Variables and Normality	109
4.6	Result of Reliability Analysis	111
4.7	Result of Factor Analysis for Total Quality Management	113
4.8	Result of Factor Analysis for Organisational Climate	114
4.9	Result of Factor Analysis for Change Agents	115
4.10	Result of Factor Analysis for Organisational Sustainability	116
4.11	Testing Normality using Skewness and Kurtosis	120
4.12	Testing Multicollinearity	121
4.13	Pearson Correlation Analysis Results of total quality management	124

4.14	Regression Results of Model (Dependent= Organisational Sustainability)	124
4.15	The Moderation Effect of Organisational Climate on the relationship between TQM and the Organisational Sustainability	126
4.16	The Moderation Effect of Change Agents on the relationship between TQM and the Organisational Sustainability	128
4.17	Summary of Hypotheses Testing Analysis	129



## LIST OF FIGURES

Figure	Page
2.1      Theoretical Framework of the Study	66
4.1      Histogram of the regression residuals	117
4.2      The Scatterplot of the regression residuals	118
4.3      Testing Normality using Normal Probability Plot	119
4.4      The Moderation Effect of Organisational Climate on the relationship between TQM and the Organisational Sustainability	126
4.5      The Moderation Effect of Change Agents on the relationship between TQM and the Organisational Sustainability	128



## LIST OF APPENDICES

Appendix	Page
Appendix A      Questionnaire (English Version)	201
Appendix B      Questionnaire (Arabic Version)	209
Appendix C      Data Collection Letter (English Version)	217
Appendix D      Data Collection Letter (Arabic Version)	218



## LIST OF ABBREVIATIONS

TQM	Total Quality Management
COCLIM	Organisational Climate
CHAAGENT	Change Agents
COSUS	Organisational Sustainability
TQM	Total Quality Management
HRR	His Royal Highness
SCTA	Saudi Commission for Tourism And Antiquities
UNCTAD	Untied Nation Conference on Trade And Development
TBL	Triple Bottom Line
CSF	Critical Success Factors
HR	Human Resource
TOC	Total Organizational Change
RBV	Resource Based View
SET	Social Exchange Theory
EFA	Exploratory Factor Analysis
FA	Factor Analysis
PCA	Principal Component Analysis

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Chapter Overview**

The primary goal of this study is to investigate the impact of total quality management (TQM) on organisational sustainability in the hotel industry in Saudi Arabia. This impact is examined through the moderating influence of two variables, namely organisational climate and change agent. To achieve the objectives set for the study, this chapter begins with the background of the study in which the concept of TQM practices and organisational sustainability and how sustainability contributes to a better long-term performance of organisations and the society in general are addressed. The chapter proceeds with the statement of problem where the gaps in the literature regarding the relationship between TQM practices and organisational sustainability are outlined and discussed. This is followed by the significance of the study that is divided into two – they are the theoretical significance and the practical significance. The scope of the study and the thesis organisation are then presented, after which the chapter concludes by providing definitions of related terms based on their operationalisation in the present study. The next section presents the study background.

#### **1.2 Background of the Study**

Regardless of the field they are in, organizations worldwide strive to achieve their objectives so that they can improve their positions in the market. Keeping in mind that

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Ahire, S. L., & Dreyfus, P. (2000). The impact of design management and process management on quality: an empirical investigation. *Journal of operations management*, 18(5), 549-575.
- Akgün, A. E., Ince, H., Imamoglu, S. Z., Keskin, H., & Kocoglu, İ. (2014). The mediator role of learning capability and business innovativeness between total quality management and financial performance. *International Journal of Production Research*, 52(3), 888-901.
- Alamoudi, O. S. (2010). Lung cancer at a University Hospital in Saudi Arabia: A four-year prospective study of clinical, pathological, radiological, bronchoscopic, and biochemical parameters. *Annals of thoracic medicine*, 5(1), 30.
- Alharbi, M. (2012). The moderating effect of organizational culture on the relationship between leadership styles and quality management practice in public hospital in Saudi Arabia, *Unpublished doctoral dissertation*, University Utara Malaysia.
- Alnashmi, N. (2012). Role of the General Authority for Tourism and Antiquities in improving facilities and services Hotels, *Unpublished master dissertation*, King Saud University .K.S.A.



- Al-Swidi, A. K., & Mahmood, R. (2012). Total quality management, entrepreneurial orientation and organizational performance: The role of organizational culture. *African Journal of Business Management*, 6(13), 4717.
- Ahire, S. L., Golhar, D. Y., & Waller, M. A. (1996). Development and validation of TQM implementation constructs. *Decision sciences*, 27(1), 23-56.
- Al-Amoudi, A. S. (2010). Factors affecting natural organic matter (NOM) and scaling fouling in NF membranes: a review. *Desalination*, 259(1), 1-10.
- Amit, R., & Schoemaker, P. J. (1993). Strategic assets and organizational rent. *Strategic management journal*, 14(1), 33-46.
- Anderson, E. W., Fornell, C., & Lehmann, D. R. (1994). Customer satisfaction, market share, and profitability: Findings from Sweden. *The Journal of Marketing*, 53-66.
- Anderson, J. C., Rungtusanatham, M., Schroeder, R. G., & Devaraj, S. (1995). A path analytic model of a theory of quality management underlying the deming management method: preliminary empirical findings\*. *Decision sciences*, 26(5), 637-658.
- Anderson, L. A. (2010). *The change leader's roadmap: How to navigate your organization's transformation*. New York, NY: Routledge.

- Andersson, L. M., & Bateman, T. S. (1997). Cynicism in the workplace: Some causes and effects. *Journal of Organizational behavior*, 18(5), 449-469.
- Anderson, L. M., & Bateman, T. S. (2000). Individual environmental initiative: Championing natural environmental issues in US business organizations. *Academy of Management journal*, 43(4), 548-570.
- Andriopoulos, C., & Dawson, P. (2009). *Managing change, creativity and innovation*. Sage.
- Armstrong, J. S., & Overton, T.A. (1982). Estimating non-response bias in mail surveys in marketing research: Applications and problems. In Arun, K. J., Christian, P. and Ratchford, B.T. (Eds.), *Marketing research applications and problems*. Chichester: John Wiley.
- Armstrong, J., & Overton, T. S. (1977). Estimating Non-response Bias in Mail Surveys. *Journal of Marketing Research (JMR)*, 14(3), 396-402.
- Arrata, P., Despierre, A., & Kumra, G. (2007). Building an effective change agent team. *McKinsey Quarterly*, 4, 39.
- Arumugam, V., Wei Chang, H., Ooi, K. B., & Teh, P. L. (2009). Self-assessment of TQM practices: a case analysis. *The TQM Journal*, 21(1), 46-58.

- Asif, F. (2011). Estimating the impact of Denison's (1996), "What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars". *Journal of Business Research*, 64(5), 454-459.
- Azapagic, A. (2003). Systems approach to corporate sustainability: a general management framework. *Process Safety and Environmental Protection*, 81(5), 303-316.
- Bäckström, I. (2006). Quality management for sustainable health: methodologies, values and practices taken from Swedish organizations.
- Bäckström, I., Larsson, J., & Wiklund, H. (2006). Leadership and workplace health promotion—successful organizations from a TQM perspective. *Leadership in Education*, 9(3), 251-68.
- Baker, S., Huyton, J., & Bradley, P. (2000). Principles of hotel front office operations. Second edition. London. *Continuum*.
- Bansal, P., & Roth, K. (2000). Why companies go green: A model of ecological responsiveness. *Academy of management journal*, 43(4), 717-736.
- Barlett, J. E., Kortlik, J.W., & Higgins, C.C. (2001). Organizational Research: Determining Appropriate Sample Size in Survey Research. *Information Technology, Learning, and Performance Journal*, 19(1), 43-50.

- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- Barney, J. B. (1986a). Organizational culture: can it be a source of sustained competitive advantage?. *Academy of management review*, 11(3), 656-665.
- Barney, J. B. (1986b). Strategic factor markets: Expectations, luck, and business strategy. *Management science*, 32(10), 1231-1241.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.
- Bartram, D., Robertson, I. T., & Callinan, M. (2002). Introduction: A framework for examining organizational effectiveness. *Organizational effectiveness: The role of psychology*, 1-10.
- Bassey, M. (1995). Creating education through research: a global perspective of educational research for the 21st century. Kirklington Moor Press in conjunction with the British Educational Research Association.
- Benavides-Velasco, C. A., Quintana-García, C., & Marchante-Lara, M. (2014). Total quality management, corporate social responsibility and performance in the hotel industry. *International Journal of Hospitality Management*, 41, 77-87.

- Benn, S., & Baker, E. (2009). Advancing sustainability through change and innovation: a co-evolutionary perspective. *Journal of Change Management*, 9(4), 383-397.
- Bergman, B. & Klefsjö, B. (2003). *Quality from customer needs to customer satisfaction*. Second edition. Studentlitteratur, Lund.
- Bernath, U., & Vidal, M. (2007). The theories and the theorists: Why theory is important for research. *Distances et savoirs*, 5(3), 427-457.
- Bertels, S., Papania, L., & Papania, D. (2010). Embedding sustainability in organizational culture. *A systematic review of the body of knowledge*. London, Canada: Network for Business Sustainability. Retrieved June 14, 2014 from <http://nbs.net/wp-content/uploads/Executive-Report-Sustainability-and-Corporate-Culture.pdf>
- Bertels, S., Papania, L., & Papania, D. (2010). Embedding sustainability in organizational culture. *A systematic review of the body of knowledge*. London, Canada: Network for Business Sustainability. Retrieved January 10, 2014 from [www.nbs.net/knowledge/culture](http://www.nbs.net/knowledge/culture).
- Blau, P. M. (1964). Exchange and power in social life. *Transaction Publishers*.

- Bowen, D. E., & Ostroff, C. (2004). Understanding HRM–firm performance linkages: The role of the “strength” of the HRM system. *Academy of management review*, 29(2), 203-221.
- Breiter, D., Tyink, S. A., & Corey-Tuckwell, S. (1995). Bergstrom Hotels: a case study in quality. *International Journal of Contemporary Hospitality Management*, 7(6), 14-18.
- Broekhuis, M., & Vos, J. F. J. (2003). *Improving organizational sustainability using a quality perspective*. University of Groningen, Research Institute SOM. Brundtland, G. H. (1987). *Our Common Future*. Oxford University Press, Oxford, UK.
- Brundtland Commission, & Brundtland Commission. (1987). Our common future.
- Bryman, A., & Cramer, D. (2009). Quantitative data analysis with SPSS 14, 15 and 16: *A guide for social scientists*. New York: Routledge.
- Buchanan, D., Fitzgerald, L., Ketley, D., Gollop, R., Jones, J. L., Lamont, S. S., ...& Whitby, E. (2005). No going back: A review of the literature on sustaining organizational change. *International Journal of Management Reviews*, 7(3), 189-205.
- Burke, W. W. (2008). *Organization change: Theory and practice*. Thousand Oaks, CA: Sage.

Burnes, B. (2004). *Managing change: A strategic approach to organisational dynamics*.  
Pearson Education.

Burnes, B. (2009). *Managing change*. Newyork: Prentice Hall.

Burnett, P. C., & Dart, B. C. (1997). Conventional versus confirmatory factor analysis:  
Methods for validating the structure of existing scales. *Journal of Research and  
Development in Education*, 30(2), 126-131.

Burns N & Grove SK (1997) *The Practice of Nursing Research Conduct, Critique, &  
Utilization*. W.B. Saunders and Co., Philadelphia.

María R. Calingo, L. (1996). The evolution of strategic quality management.  
*International Journal of Quality & Reliability Management*, 13(9), 19-37.

Callado, A.L.C (2010). *Modelo de mensuração de sustentabilidade empresarial: uma  
aplicação em vinícolas localizadas na Serra Gaúcha*. PhD Thesis, Universidade  
Federal do Rio Grande do Sul (UFRGS), Porto Alegre.

Cannon, D. F. (2002). Expanding paradigms in providing internal service. *Managing  
Service Quality: An International Journal*, 12(2), 87-99.

- Carmeli, A., & Tishler, A. (2004). Resources, capabilities, and the performance of industrial firms: A multivariate analysis. *Managerial and decision economics*, 25(6-7), 299-315.
- Carnall, C. (2008). *Managing change in organizations*. Upper Saddle River, NJ: Prentice Hall.
- Cathcart, J. (1988). Winning customer service. *Management Solutions*, 33, 10-17.
- Cattell, R. B. (1966). The scree test for the number of factors. *Multivariate behavioral research*, 1(2), 245-276.
- Cattell, R. B. (1978). *The scientific use of factor analysis in behavioral and life science*. New York: Plenum Press.
- Chang, S. C., & Lee, M. S. (2007). A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction. *The Learning Organization*, 14(2), 155-185.
- Chon, K. & Sparrowe, R. T. (2000). *Welcome to hospitality: an introduction*. Albany, N.Y.: Delmar.
- Chong, V. K., & Rundus, M. J. (2004). Total quality management, market competition and organizational performance. *The British accounting review*, 36(2), 155-172.



- Clark, K. B. (1996). Competing through manufacturing and the new manufacturing paradigm: is manufacturing strategy passé?. *Production and Operations Management*, 5(1), 42-58.
- Coblentz, J. B. (2002). Organizational Sustainability: The three aspects that matter. *Washington, Academy for Educational Development*.
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences*. 2nd edn. Hillsdale, New Jersey: L.
- Cohen, L., Manion, L. and Morrison, (2000). *Research Methods in Education* (5<sup>th</sup> ed.). London: Routledge Falmer.
- Collis, D. J., & Montgomery, C. A. (1998). Corporate strategy: A resource-based view. Boston, MA: Irwin/ McGraw-Hill.
- Comrey, A. L. (1978). Common methodological problems in factor analytic studies. *Journal of consulting and clinical psychology*, 46(4), 648.
- Conner, J., & Ulrich, D. (1996). Human resource roles: Creating value, not rhetoric. *People and Strategy*, 19(3), 38.

- Conner, K. R. (1991). A historical comparison of resource-based theory and five schools of thought within industrial organization economics: do we have a new theory of the firm?. *Journal of management*, 17(1), 121-154.
- Cooper, D. R., & Schindler, P. S. (2003). *Business research methods*(8<sup>th</sup>ed.). Boston: McGraw-Hill Irwin.
- Cortina, J. M. (1993). What is coefficient alpha? An examination of theory and applications. *Journal of applied psychology*, 78(1), 98-104.
- Cox, A., Higgins, T., & Speckesser, S. (2009). Management practices and sustainable organisational performance. Dublin, Ireland: European Company Survey.
- Creswell, J.W. (1998). Qualitative inquiry and research design: Choosing among five traditions. Thousand Oaks, CA: Sage.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *psychometrika*, 16(3), 297-334.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.
- Crotty, M. (1998). *The foundations of social research: Meaning and perspective in the research process*. Sage.

- Csoka, L. S. (1995). A new employer-employee contract?. *Employment Relations Today*, 22(2), 21-31.
- Culbertson, A., & Rodgers, W. (1997). Improving Managerial Effectiveness in the Workplace: The Case of Sexual Harassment of Navy Women<sup>1</sup>. *Journal of Applied Social Psychology*, 27(22), 1953-1971.
- Curkovic, S., & Pagell, M. (1999). A critical examination of the ability of ISO 9000 certification to lead to a competitive advantage. *Journal of quality management*, 4(1), 51-67.
- Curry, A., & Kadasah, N. (2002). Focusing on key elements of TQM-evaluation for sustainability. *The TQM magazine*, 14(4), 207-216.
- Cyert, R. M. (1993). Universities, competitiveness, and TQM: A plan of action for the year 2000. *Public Administration Quarterly*, 10-18.
- Dale, B.G. (1999). *Managing quality* (3<sup>rd</sup>ed). Blackwell. Malden, Massachusetts.
- Daniel, L. G. (1990, November). Common factor analysis or component analysis: An update on an old debate. Paper presented at *the annual meeting of the Mid-South Educational Research Association*. New Orland, LA.

- Dean, J. W., & Bowen, D. E. (1994). Management theory and total quality: improving research and practice through theory development. *Academy of management review*, 19(3), 392-418.
- deBruijn, H. (2011). *Managing professionals*. New York, NY: Routledge
- Declaration, S. (1972). Declaration of the United Nations conference on the human environment. URL= <http://www.unep.org/Documents.Multilingual/Default.asp>.
- Dees, J. G. (1998). The Meaning of “Social Entrepreneurship”, Comments and Suggestions Contributed from the Social Entrepreneurship Funders. In *Working Group*. Duke University. [Online] Available <http://faculty.fuqua.duke.edu/centers/case/files/dees-SE.pdf>.
- Demirbag, M., Tatoglu, E., Tekinkus, M., & Zaim, S. (2006). An analysis of the relationship between TQM implementation and organizational performance: Evidence from Turkish SMEs. *Journal of Manufacturing Technology Management*, 17(6), 829-47.
- Denison, D. R. (1996). What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars. *Academy of management review*, 21(3), 619-654.

- Denisson, D. R. (2006). Organisational Culture: Can it be a key Lever for Driving Organisational Change. *The International Handbook of Organisational Culture and Climate*, 4(2), 347-372.
- Dierickx, I., & Cool, K. (1989). Asset stock accumulation and sustainability of competitive advantage. *Management Science*, 35(12), 1504-1511.
- Doppelt, B. (2008). *The power of sustainable thinking*. London: Earthscan.
- Douglas, T. J., & Judge, W. Q. (2001). Total quality management implementation and competitive advantage: the role of structural control and exploration. *Academy of Management Journal*, 44(1), 158-169.
- Donna M. Mertens. (1998). *Research methods in education and psychology: Integrating diversity with quantitative & qualitative approaches*. Sage Publications.
- Dunphy, D. C., Griffiths, A., & Benn, S. (2003). *Organizational change for corporate sustainability: A guide for leaders and change agents of the future*. London: Routledge.
- Dunphy, D., Griffiths, A., & Benn, S. (2007). *Organizational change for corporate sustainability* (2<sup>nd</sup> ed). London, England: Routledge.

- Dillick, T., & Hockerts, K. (2002). Beyond the business case for corporate sustainability. *Business Strategy and the environment*, 11, 130-141.
- Easton, G. S., & Jarrell, S. L. (1998). The effects of Total Quality Management on corporate performance: An empirical investigation\*. *The Journal of Business*, 71(2), 253-307.
- Eccles, R. G., Ioannou, I., & Serafeim, G. (2013). The Impact of Corporate Sustainability on Organizational Processes and Performance. Working Paper, 12-035. Retrieved September 22, 2014 from <http://ssrn.com/abstract=1964011>.
- Ehigie BO, McAndrew EB (2005). Innovation, diffusion, and adoption of total quality management (TQM). *Manag. Decis.*, 43(6): 925-940.
- Ehrlich, C. J. (1997). Human resource management: a changing script for a changing world. *Human Resource Management*, 36(1):85-90.
- Eikenberry, K. (2011). *Championing change: Creating remarkable leaders*. New York, NY : Wiley.
- Elkington, J. (1999). *Cannibals with forks: the triple bottom line of 21st century business*. Oxford: Capstone Publishing Limited.

- Elkington, J., & Hartigan, P. (2008). The power of unreasonable people. *How Social Entrepreneurs Create Markets that Change the World* (Harvard Business School Publishing, Boston).
- Emerson, R. M. (1976). Social exchange theory. *Annual review of sociology*, 335-362.
- Evans, J.R. & Lindsay, W.M. (2008). *Managing for quality and performance excellence*. 7th ed. Canada: Thomson.
- Ewing, M.T. & Napoli, J. (2005). Developing and Validating a Multidimensional Nonprofit Brand Orientation Scale. *Journal of Business Research*, 58(6), 841-853.
- Fasil, T. & Osada, H. (2011). Multiple dimensions of TQM success in developing countries: an empirical study on Deming prize winners from India and Thailand, *International Journal of Innovation and Learning*, 9(2), 184-20.
- Feigenbaum, A. V. (1990). Management of quality: the key to the nineties. *Journal for Quality and Participation*, 13 (2), 14 - 19.
- Feigenbaum, A. V. (1992). Quality: our new competitive edge. *Executive Excellence*, 9 (5), 18 - 19.
- Fening, F. A. (2012). Impact of quality management practices on the performance and growth of small and medium sized enterprises (SMEs) in Ghana. *International Journal of Business and Social Science*, 3(13).

Field, A. (2001). *Discovering statistics using SPSS for windows*. Thousand Oaks, CA: Sage Publications.

Field, A. (2009). *Discovering Statistics using SPSS for Windows*. London – Thousand Oaks –New Delhi: Sage publications.

Flynn, B. B., Schroeder, R. G., & Sakakibara, S. (1995). The impact of quality management practices on performance and competitive advantage. *Decision sciences*, 26(5), 659-691.

Foley, K. J. (2005). *Meta management: A stakeholder/quality management approach to whole-of-enterprise management*. Standards Australia.

Fornell, C. (1992). A national customer satisfaction barometer: The Swedish experience. *the Journal of Marketing*, 6-21.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research* 18, 39-50.

Freeman, R.E. (1984). *Strategic management: a stakeholder approach*. Pitman Publishing Inc., Marshfield, Massachusetts



- Friedlander, F., & Margulies, N. (1969). Multiple impacts of organizational climate and individual value systems upon job satisfaction. *Personnel psychology*, 22(2), 171-183.
- Fryxell, G.E., & Lo, C.W. (2003). The influence of environmental knowledge and values on managerial behaviours on behalf of the environment: An empirical examination of managers in China. *Journal of Business Ethics*, 46(1), 45–69.
- Fuentes, M. M. F., Montes, F. J. L., & Fernández, L. M. M. (2006). Total quality management, strategic orientation and organizational performance: the case of Spanish companies. *Total Quality Management & Business Excellence*, 17(3), 303-323.
- Fynes, B., Voss, C., & de Búrca, S. (2005). The impact of supply chain relationship quality on quality performance. *International Journal of Production Economics*, 96(3), 339-354
- Garvin, D. A., & Quality, M. (1988). The Strategic and Competitive Edge. *Harvard Business School*.
- Gaspersz, V. (2005). *Total Quality Management*, Jakarta: Gramedia Pustaka Utama Press.

- Geels, F. W. (2010). Ontologies, socio-technical transitions (to sustainability), and the multi-level perspective. *Research policy*, 39(4), 495-510.
- Gerbing, D. W., & Anderson, J. C. (1988). An updated paradigm for scale development incorporating unidimensionality and its assessment. *Journal of marketing research*, 186-192.
- Giannetti, B. F., Almeida, C. M. V. B., & Bonilla, S. H. (2010). Comparing energy accounting with well-known sustainability metrics: The case of Southern Cone Common Market, Mercosur. *Energy Policy*, 38(7), 3518-3526.
- Ginsberg, O. (2000, September). Sustainability from the children's perspective—A journey through the landscape of German children's city farms. In *University of Nottingham International Conference* (pp. 13-16).
- Glesne, C. (1999). *Becoming qualitative researchers: An introduction* (2nd ed.). Don Mills, Ontario, Canada: Longman.
- Gober, M., & Tannehill, B. (1984). *The Art of Giving Quality Service*. Tannehill-Gober Associates International.
- Godfrey, A. B. (2000). Total quality management. In Juran, J. M. and Godfrey, A. B., *Juran's quality handbook* (pp 14.4-14.5). New York: McGraw-Hill. (This is not acceptable)

- Godfrey, P. C. (2005). The relationship between corporate philanthropy and shareholder wealth: A risk management perspective. *Academy of management review*, 30(4), 777-798.
- Goh, P. L., & Ridgway, K. (1994). The implementation of total quality management in small and medium-sized manufacturing companies. *The TQM Magazine*, 6(2), 54-60.
- Goldstein, J. H., Caldarone, G., Duarte, T. K., Ennaanay, D., Hannahs, N., Mendoza, G., & Daily, G. C. (2012). Integrating ecosystem-service tradeoffs into land-use decisions. *Proceedings of the National Academy of Sciences*, 109(19), 7565-7570.
- Gorsuch, R.L. (1990). Common factor analysis versus component analysis: Some well and little known facts. *Multivariate Behavioral Research*, 25, 33-39.
- Graetz, F., & Smith, A.C.T. (2009). Duality theory and organizing forms in change management. *Journal of Change Management*, 9(1), 9-25.
- Greene, R. J. (2001). Effectively managing intellectual capital: Critical challenge for human resources. *SHRM White-Papers*. Retrieved July, 31, 2007.
- Gunasekaran, A. (1999). Agile manufacturing: a framework for research and development. *International journal of production economics*, 62(1), 87-105.
- Guttman, L. (1954). A new approach to factor analysis: the Radex.

- Hackman, J. R., & Wageman, R. (1995). Total quality management: Empirical, conceptual, and practical issues. *Administrative science quarterly*, 309-342.
- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate data analysis* (5<sup>th</sup> ed.). NJ: Prentice-Hall International.
- Hair, J. F., Black, W. C., Babin, B. J., and Anderson, R. E. (2010). *Multivariate Data Analysis* (7<sup>th</sup> ed.). Prentice Hall: Upper Saddle River.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate Data Analysis* (6<sup>th</sup> ed.). Upper Saddle River, N.J.: Pearson Education Inc.
- Hansson, J. & Eriksson, H. (2002). The impact of TQM on financial performance. *Measuring Business Excellence*, 6(4), 44-54.
- Harber, D., Burgess, K., & Barclay, D. (1993). Total quality management as a cultural intervention: an empirical study. *The International Journal of Quality and Reliability Management*, 10 (6), 28 - 46.
- Hellriegel, D., & Slocum, J. W. (1974). Organizational climate: Measures, research and contingencies. *Academy of management Journal*, 17(2), 255-280.

- Hellsten, U., & Klefsjö, B. (2000). TQM as a management system consisting of values, techniques and tools. *The TQM magazine*, 12(4), 238-244.
- Hemingway, C. A., & MacLagan, P. W. (2004). Managers' personal values as drivers of corporate social responsibility. *Journal of Business Ethics*, 50(1), 33.
- Hendricks, C. F., & Triplett, A. (1989). TQM: strategy for '90s management. *Personnel Administrator*, 34 (12), 42 - 48.
- Hendricks, K. B., & Singhal, V. R. (1996). Quality awards and the market value of the firm: An empirical investigation. *Management science*, 42(3), 415-436.
- Hendricks, K. B., & Singhal, V. R. (1997). Does implementing an effective TQM program actually improve operating performance? Empirical evidence from firms that have won quality awards. *Management science*, 43(9), 1258-1274.
- Hendricks, K. B., & Singhal, V. R. (2001). Firm characteristics, total quality management, and financial performance. *Journal of operations management*, 19(3), 269-285.
- Hewitt, S. (1994). Strategic advantages emerge from tactical TQM tools. *Quality Progress*, 27 (10), 57 -59.

- Thai Hoang, D., Igel, B., & Laosirihongthong, T. (2006). The impact of total quality management on innovation: Findings from a developing country. *International journal of quality & reliability management*, 23(9), 1092-1117.
- Hobfoll, S. E. (2010). Conservation of resources theory: Its implication for stress, health, and resilience. In S. Folkman & P. E. Nathan (Eds.), *The Oxford handbook of stress, health, and coping* (pp. 127–147). New York: Oxford.
- Honderich, T. (Ed.).(2005). *The Oxford companion to philosophy* (Vol. 16). Oxford:Oxford University Press.<http://www.oecd.org/education/innovation/education/centreforeffectivelearningenvironmentscele/45575516.pdf>
- Hulley, S.B., Cummings, T.B., Browner, W.S., Cummings, S.R., Hulley, D.G., & Hearst, N. (2001). *Designing clinical research: An epidemiological approach*. Philadelphia: Lippincott, Williams, &Wilkins.
- Idris, F. (2011). Total quality management (TQM) and sustainable company performances: Examining the relationship in Malaysian firms. *International Journal of Business and Society*, 12(1), 31.
- Irani, Z., Beskese, A., & Love, P. E. D. (2004). Total quality management and corporate culture: constructs of organisational excellence. *Technovation*, 24(8), 643-650.

- Isaksson, R. (2004), Total Quality Management for Sustainable Development – Focus on Processes, PhD Thesis, Luleå University of Technology, Luleå.
- Jain, R., Triandis, H. C., & Weick, C. W. (2010). *Managing research, development and innovation: Managing the unmanageable* (Vol. 34). John Wiley & Sons.
- Jamali, D. (2006). Insights into triple bottom line integration from a learning organization perspective. *Business Process Management Journal*, 12(6), 809-821.
- James, O.J & James, O.P(2004). The Meaning of Organisations: The Role of Cognition and Values. *Organisational Climate and Culture*. 5(2), 40-84.
- Jobber, D. (1989). An examination of the effects of questionnaire factors on response to an industrial mail survey. *International Journal of Research in Marketing*, 6(2), 129-140.
- Johansson, J.(2008) "Evolutionary responses to environmental changes: how does competition affect adaptation?." *Evolution* 62.2: 421-435.
- Johnston, A. (2007). Higher Education for Sustainable Development. *International Action Research Project*. <http://www.oecd.org/education/innovationeducation/> centre for effective learning environment scele/45575516.pdf

- Joiner, T. A. (2007). Total quality management and performance: The role of organization support and co-worker support. *International Journal of Quality & Reliability Management*, 24(6), 617-627.
- Jones, P. (2002). *Introduction to hospitality operations: an indispensable guide to the industry*. Cengage Learning EMEA.
- Joreskog, K. G. & Sorbon, D. (1989). LISREL-VII Users' guide (4\* ed.) Mooresville IN: *Scientific Software*
- Joyce, O.U & Slocum, J.W. (2004). Collective Climate: Agreement as a Basis for Defining Aggregate Climates in Organisations. *Academy of Management Journal*.27(6), 721-742.
- Kaczka, E. E., & Kirk, R. V. (1967). Managerial climate, work groups, and organizational performance. *Administrative Science Quarterly*, 253-272.
- Kaiser, H. F. (1974). An index of factorial simplicity. *Psychometrika*, 39(1), 31-36.
- Kanji, G. K., & Wallace, W. (2000). Business excellence through customer satisfaction. *Total Quality Management*, 11(7), 979-998.



- Kannan K, Grove RA, Senthilkumar K, Henny CJ, Giesy JP. (1999). Butyltin compounds in river otters (*Lutra canadensis*) from the northwestern United States. *Arch Environ Contam Toxicol.*, 36(4), 462-8.
- Katz, A.U & Kahn, J.K (2004). Organisational Climate and Job Satisfaction: A Conceptual Synthesis. *Journal of Organisational Behaviour and Human Performance*, 16(2), 45-62.
- Kaynak, H. (2003). The relationship between total quality management practices and their effects on firm performance. *Journal of operations management*, 21(4), 405-435.
- Keogh, P. D., & Polonsky, M. J. (1998). Environmental Commitment: A Basis for Environmental Entrepreneurship? *Journal of Organizational Change Management*, 11(1), 38-49.
- Kim, J. O., & Mueller, C. W. (1978). *Introduction to factor analysis: What it is and how to do it* (No. 13). Sage.
- Kline, R. B. (1998). *Principles and Practice of Structural Equation Modeling*. New York: The Guilford Press.
- Kline, R. B. (1998). *Principles and practice of structural equation modeling*. New York: Guilford Press.

- Knowles, T., Diamantis, D., & El-Mourhabi, J. B. (2004). *The globalization of tourism and hospitality: A strategic perspective*. Cengage Learning EMEA.
- Kozlowski, S. W., & Klein, K. J. (2000). A multilevel approach to theory and research in organizations: Contextual, temporal, and emergent processes.
- Krajnc, D., & Glavic, P. (2005). A model for integrated assessment of sustainable development. *Resources, Conservation and Recycling*, 43(2).
- Krajnc, D., & Glavič, P. (2005). A model for integrated assessment of sustainable development. *Resources, Conservation and Recycling*, 43(2), 189-208.
- Krejcie, Robert V., & Daryle W. Morgan (1970). "Determining sample size for research activities." *Educ psychol meas.*
- Kuenzi, M., & Schminke, M. (2009). Assembling fragments into a lens: A review, critique, and proposed research agenda for the organizational work climate literature. *Journal of Management*.
- Kusluvan, S. (2003). Characteristics of employment and human resource management in the tourism and hospitality industry. *Managing employee attitudes and behaviors in the tourism and hospitality industry*, 3-24.

- Lackey NR, Wingate, AL. (1998). The pilot study: one key to research success. In:  
*Advanced design in nursing research*, 2nd ed, (eds.) Brink PJ & Wood MJ.  
Thousand Oaks, Sage.
- Lakhal, L., Pasin, F., & Limam, M. (2006). Quality management practices and their  
impact on performance. *International Journal of Quality & Reliability  
Management*, 23(6), 625-646.
- Lamb, C. W., Hair, J. F., & McDaniel, C. (2005). Marketing, Thomson South-  
Western. Inc, Mason, Ohio.
- Lawler, E. E. (1994). Total quality management and employee involvement: are they  
compatible?. *The Academy of Management Executive*, 8(1), 68-76.
- Lemak, D. J., Reed, R., & Satish, P. K. (1997). Commitment to total quality  
management: is there a relationship with firm performance?. *Journal of Quality  
Management*, 2(1), 67-86.
- Likert, R (1997). Organisational Climate: Relationship to Organisational Structure,  
Process and Performance. *Organisational Behaviour and Human  
Performance*, 11(4), 139-155.
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry* (Vol. 75). Sage.

- Lindegaard, S. (2011). *The open innovation revolution: Essentials, roadblocks, and leadership skills*. New York, NY: Wiley.
- Litwin, G. H., & Stringer Jr, R. A. (1968). *Motivation and Climate*. Boston, MA: Harvard University Press.
- Lorenzetti, D. H., Cruz, R. M., & Ricioli, S. (2008). Estratégia empresarial e sustentabilidade: um modelo integrador. *Revista da Pós-graduação: Administração, Osasco*, 2(3), 33-57.
- Low, D.A.(1997). *Human Development*. Pretoria: Kagiso.
- Lunenburg, F. C. (2010). Forces for and resistance to organization change. *National Forum of Educational Administration and Supervision Journal*, 27(4), 1-10.
- Malek, A. B. D. U. L., & Kanji, G. O. P. A. L. (2000). TQM in Malaysian Higher Education Institutions. *Sinergie rapporti di ricerca n. 9*.
- Marczyk, G., DeMatteo, D., & Festinger, D. (2005). *Essentials of research design and methodology*. John Wiley & Sons Inc.
- Margolis, J. D., Elfenbein, H. A., & Walsh, J. P. (2007). Does it pay to be good? A meta-analysis and redirection of research on the relationship between corporate social and financial performance. *Ann Arbor*, 1001, 48109-1234.

- Maroun, N., Samman, H., Moujaes, C. N., Abouchakra, R., & Insight, I. C. (2008). How to succeed at education reform: The case for Saudi Arabia and the broader GCC region. *Abu Dhabi, Ideation Center, Booz & Company*, 109-113.
- Mansfield, J. (2011). The nature of change: An introductory text to designing complex systems and managing change. London, UK: *Imperial College Press*
- McCabe, S. (2011). *Corporate strategy in construction: Understanding today's theory and practice*. New York, NY: Wiley.
- McCrae, R. R., Kurtz, J. E., Yamagata, S., & Terracciano, A. (2011). Internal consistency, retest reliability, and their implications for personality scale validity. *Personality and Social Psychology Review*, 15, 28-50.
- McGregor, D.M. (2000). A Note on Organizational Climate. *Organizational Behavior and Human Performance*. 16(2). 250-279.
- Mehta, N., Verma, P., & Seth, N. (2014). Total quality management implementation in engineering education in India: an interpretive structural modelling approach. *Total Quality Management & Business Excellence*, 25(1-2), 124-140.
- Meftah Abusa, F., & Gibson, P. (2013). Experiences of TQM elements on organisational performance and future opportunities for a developing country. *International Journal of Quality & Reliability Management*, 30(9), 920-941.

Meyers, L.S., Gamst, G., & Guarino, A.J. (2006). *Applied multivariate research: Design and interpretation*. Thousand Oaks, CA: Sage. New York: McGraw-Hill.

Michael, W. B., Bachelor, P., Bachelor, B., & Michael, J. J. (1988). The convergence of the results of exploratory and confirmatory factor analysis in the latent structure of a standardized affective measure. *Educational and psychological measurement*, 48(2), 341-354.

Mills, P. K. (1986). *Managing service industries: Organizational practices in a postindustrial economy*. Ballinger Publishing Company.

Mitchell, G. (2013). Selecting the best theory to implement planned change: Improving the workplace requires staff to be involved and innovations to be maintained. Gary Mitchell discusses the theories that can help achieve this. *Nursing Management*, 20(1), 32-37.

Mohrman, S. A., & Worley, C. G. (2010). The organizational sustainability journey:: Introduction to the special issue. *Organizational Dynamics*, 39(4), 289-294.

Morfaw, J. N. (2009). *Total quality management (TQM): A model for the sustainability of projects and programs in Africa*. University Press of America.

Monnot, M. J. (2016). Organizational change agent influence: a conditional process model of key individual psychological resources. *Journal of Change Management*, 1-28.

- Montasser G.& Manhawwy A. (2013) The Impact of Conducting a Short-Term Improvement Process on TQM Practices Implementation, Customers' Satisfaction and Loyalty, *International Journal of Scientific & Engineering Research Volume 4*, Issue 8, 1-13
- Mouton, J., & Marais, H.C. (1996). *Basic Concepts in the methodology of the social sciences*. Pretoria: Human Sciences Researcher Council.
- Mullins, L. J. (2001). *Hospitality management and organizational behavior* (4<sup>th</sup>ed). Harlow: Longman.
- Munck, L., & Souza, R. B. (2009a). Responsabilidade social empresarial, sustentabilidade organizacional e desenvolvimento sustentável: a proposição de uma hierarquização conceitual. *Revista brasileira de estratégia-REBRAE*, 2, 12-29.
- Munck, L., & Borim-de-Souza, R.B. (2009b). Gestão por competências e sustentabilidade empresarial: em busca de um quadro de análise. *Gestão e Sociedade*, 3(6), 254-287.
- Muniz, J., Elosua, P., & Hambleton, R. K. (2013). International Test Commission Guidelines for test translation and adaptation, *Psicothema*, 25(2), 151-157.
- Mutch, C. (2005). *Doing educational research: A practitioner's guide to getting started*. NZCER Press.

- Neuman, K. (2003). The effect of organizational reengineering on job satisfaction for staff in hospital social work departments. *Social Work in Health Care*, 36(4), 19–33.
- Noori, H. (1991). TQM and its building blocks: learning from world-class organizations. *Optimum*, 22(3), 31-38.
- Norén, G., Bendrot, I., Laurent, B., Nyberg, C., Strömdahl, I., & Thorsén-Lind, M. L. (2004). The role of business in society. *Confederation of Swedish Enterprise Trade and Sustainable Development Enterprise Working Group*, 1-32.
- O'Brien, E. M. (1993). Climatic gradients in woody plant species richness: towards an explanation based on an analysis of southern Africa's woody flora. *Journal of biogeography*, 181-198.
- Oakland, J. (2003). Total Quality Management: *Text with cases*. Oxford: Elsevier Butterworth Heinemann.
- Ojha, A. K. (2000). Total Quality Management: How can We Make the Implementation Effective?. *Vikalpa*, 25(2), 19-30.
- Osay, S. (2002). Ideological Foundations of Sustainability Indicators. *Villas Boas, R., Beinhoff, C. Indicators of Sustainability for the Mineral Extraction Industry. Rio de Janeiro: CNPq/CYTED*, 139-149.



Ostroff, C., Kinicki, A. J., & Tamkins, M. (2003). Organizational Culture and Climate. In. WC Borman, DR Ilgen, & RJ Klimoski (Eds.), *Comprehensive Handbook of Psychology. I/O Psychology* (Vol. 12, pp. 565–594).

Ostroff, O.R., Kinicki, S.N. & Tamkins, U.O. (2007). Relationships Between Psychological Climate Perceptions and Work Outcomes: A Meta- Analytic Review. *Journal of Organisational Behaviour*. 24(4) 389-416.

Øvretveit, J. (2000). Total quality management in European healthcare. *International journal of health care quality assurance*, 13(2), 74-80.

Pallant, J. (2005). *A Step-by-Step Guide to Data Analysis using SPSS Version 15*, 3rd ed., Open University Press, UK.

Pallant, J.F. (2011). *SPSS survival manual: a step by step guide to data analysis using SPSS* (4<sup>th</sup> ed.). Crows Nest, NSW: Allen & Unwin.

Patterson, M., Warr, P., & West, M. (2004). Organizational climate and company productivity: The role of employee affect and employee level. *Journal of Occupational and Organizational Psychology*, 77(2), 193-216.

Payne, R. O. G. E. R. (1986). Long term behavioral studies of the southern right whale (*Eubalaena australis*). *Report of the International Whaling Commission*, 10, 161-167.

- Payne, R. L., & Morrison, D. (2002). The differential effects of negative affectivity on measures of well-being versus job satisfaction and organizational commitment. *Anxiety, Stress & Coping*, 15(3), 231-244.
- Peña-Suárez, E. P., Fernández, J. M., Alvarez, A. C., Pedrero, E. F., & Cueto, E. G. (2013). Assessing organizational climate: Psychometric properties of the CLIOR Scale. *Psicothema*, 25(1), 137-144.
- Pereira-Moliner, J., Claver-Cortés, E., Molina-Azorín, J. F., & Tarí, J. J. (2012). Quality management, environmental management and firm performance: direct and mediating effects in the hotel industry. *Journal of Cleaner Production*, 37, 82-92.
- Peteraf, M. A. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic management journal*, 14(3), 179-191.
- Pheng, L. S., & Teo, J. A. (2004). Implementing total quality management in construction firms. *Journal of management in Engineering*, 20(1), 8-15.
- Pirola-Merlo, A., & Mann, L. (2004). The relationship between individual creativity and team creativity: Aggregating across people and time. *Journal of Organizational Behavior*, 25(2), 235-257.
- Pizam, A., Ellis, T., 1999. Customer satisfaction and its measurement in hospitality enterprises. *International Journal of Contemporary Hospitality Management* 11 (7), 326-339.

- Pollit, D. F., & Beck, C. T. (2005). Nursing research: Principles and methods, Philadelphia. Lippincott, Williams & Wilkins.
- Porter, M. E., & Kramer, M. R. (2011). The big idea: Creating shared value. *Harvard Business Review*, 89(1), 2.
- Powell, T. C. (1995). Total quality management as competitive advantage: a review and empirical study. *Strategic management journal*, 16(1), 15-37.
- Prajogo, D. I., & Sohal, A. S. (2004). Transitioning from total quality management to total innovation management: an Australian case. *International journal of quality & reliability management*, 21(8), 861-875.
- Prajogo, D. I., & Sohal, A. S. (2003). The relationship between TQM practices, quality performance, and innovation performance: An empirical examination. *International journal of quality & reliability management*, 20(8), 901-918.
- Prakash, A. (2001). Why do firms adopt 'beyond-compliance' environmental policies?. *Business strategy and the environment*, 10(5), 286-299.
- Pritchard, R. D., & Karasick, B. W. (1973). The effects of organizational climate on managerial job performance and job satisfaction. *Organizational behavior and human performance*, 9(1), 126-146.

Putter, L. (2010). Organizational Climate and Performance : 'The relation between organizational climate and performance and an investigation of the antecedents of organizational climate' (*Doctoral dissertation, TU Delft, Delft University of Technology*).

Rahman, S. U. (2001). A comparative study of TQM practice and organisational performance of SMEs with and without ISO 9000 certification. *International Journal of Quality & Reliability Management*, 18(1), 35-49.

Rahman, S. U., & Bullock, P. (2005). Soft TQM, hard TQM, and organisational performance relationships: an empirical investigation. *Omega*, 33(1), 73-83.

Rawlings, R. A. (2008). *Total quality management (TQM)*. Bloomington: Author House.

Reed, R., Lemak, D. J., & Mero, N. P. (2000). Total quality management and sustainable competitive advantage. *Journal of quality management*, 5(1), 5-26.

Reeves, C., Bednar, D., (1994). Defining quality: Alternatives and implications. *Academy of Management Review*, 19(3), 419-445.

- Reich, R. (1994). Leadership and the high performance organization. *Journal for Quality and Participation*, 17(2), 6-11.
- Rizzo, W. M. (1990). Nutrient exchanges between the water column and a subtidal benthic microalgal community. *Estuaries*, 13(3), 219-226.
- Rogers, E. M. (2003) Diffusion of Innovations, 5th edition. *Free Press*, New York, NY
- Rumelt, R. P. (1987). Theory, strategy, and entrepreneurship. *The competitive challenge*, 137, 158.
- Rumelt, R. P. (1984). Towards a strategic theory of the firm. In Lamb, R. (Ed), *Competitive Strategic Management*, Englewood Cliffs, NJ: Prentice-Hall, 556-570.
- Sadi, M. A., & Henderson, J. C. (2005). Local versus Foreign Workers in the Hospitality and Tourism Industry A Saudi Arabian Perspective. *Cornell hotel and restaurant administration quarterly*, 46(2), 247-257.
- Samson, D., & Terziovski, M. (1999). The relationship between total quality management practices and operational performance. *Journal of operations management*, 17(4), 393-409.
- Sarantakos, S. (2005). *Social Research* (3<sup>rd</sup> ed). Palgrave Macmillian, New York.

- Saraph, J. V., Benson, P. G., & Schroeder, R. G. (1989).An instrument for measuring the critical factors of quality management. *Decision sciences*,20(4), 810-829.
- Savitz, A. W., & Weber, K. (2007).*A empresa sustentável: o verdadeiro sucesso é lucro com responsabilidade social e ambiental*. Rio de Janeiro: Elsevier.
- Sax, L. J., Gilmartin, S. K., & Bryant, A. N. (2003).Assessing response rates and Schwartz, Howard; and Davis, Stanley, M. (1981).*Matching corporate culture and business strategy*, *Organizational Dynamics*, 10(2), 30- 48.
- Schilling, M. A. (2000). Decades ahead of her time: advancing stakeholder theory through the ideas of Mary Parker Follett. *Journal of Management History*, 6(5), 224-242.
- Schneider, B., & Bartlett, C. J. (1970). Individual Differences And Organizational Climate Ii: Measurement Of Organizational Climate By The Multi-Trait, Multi-Rater Matrix1. *Personnel Psychology*, 23(4), 493-512.
- Schneider, B., & Reichers, A. E. (1983).On the etiology of climates.*Personnel psychology*, 36(1), 19-39.
- Schneider, B., & Bartlett, C. J. (1968).Individual difference and organizational climate : the research plan and questionnaire development . *Personnel psychology*, 21(3), 323-333.

Schneider, B., Brief, A.P., & Guzzo, R.A. (1996). Creating a climate and culture for sustainable organizational change. *Organizational Dynamics*, Spring, 7- 18.

Schneider, I. I. (2008). Motivation and organisational climate. *Journal of Personnel Psychology*, 29(3), 371-392.

Schultz, V. (2003). The sanitized workplace. *Yale Law Journal*, 2061-2193.

Schulze, S. (2003). Views on the Combination of Quantitative and Qualitative Research Approaches. University of South Africa. *Progressio* 25(2):8-20

Seawright, K. W., & Young, S. T. (1996). A quality definition continuum. *Interfaces*, 26(3), 107-113.

Sebastianelli, R., & Tamimi, N. (2003). Understanding the obstacles to TQM success. *The Quality Management Journal*, 10(3), 45.

Sekaran, U. (2000). Research methods for business: a skill building approach. Singapore: John Wiley & Sons.

Sekaran, U. (2003). Research Methods for Business A Skill Building Approach (4th end). New York: John Wiley, 292-297.

Sekaran, U. (2006). Research Methods for Business A Skill Building Approach (4th end). New York: John Wiley.

- Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of applied psychology*, 81(3), 219.
- Shabbir, S., Kaufmann, H. R., & Shehzad, M. (2010). Service quality, word of mouth and trust: Drivers to achieve patient satisfaction. *Scientific research and Essays*, 5(17), 2457-2462.
- Sharma, D. S. (2002). The differential effect of environmental dimensionality, size, and structure on budget system characteristics in hotels. *Management Accounting Research*, 13(1), 101-130.
- Fust, S. F., & Walker, L. L. (2007). Corporate sustainability initiatives: the next TQM. *Executive Insight*, 1-7.
- Shetty, Y. K. (1993). Aiming high: competitive benchmarking for superior performance. *Long Range Planning*, 26(1), 39-44.
- Sila, I., & Ebrahimpour, M. (2002). An investigation of the total quality management survey based research published between 1989 and 2000: A literature review. *International Journal of Quality & Reliability Management*, 19(7), 902-970.



- Silva, L. S. A. D., & Quelhas, O. L. G. (2006). Sustentabilidade empresarial e impacto no custo de capital próprio das empresas de capital aberto. *Gestão & Produção*, 13(3), 385-395.
- Singh, P. J., & Smith, A. J. (2004). Relationship between TQM and innovation: an empirical study. *Journal of Manufacturing Technology Management*, 15(5), 394-401.
- SME Toolkit (2011) Quality Management. Retrieved March 3, 2011 from <http://www.smetoolkit.org/smetoolkit/en/content/en/956/Managing-Quality>.
- Spitzer, R. D. (1993). TQM: the only source of competitive advantage. *Quality Progress*, 26 (6), 59 - 64.
- Stephen, T. (2010). Successfully managing change in organizations. New York, NY: Industrial Press.
- Stutts, A. T. & Wortman, J. F. (2006). *Hotel and lodging management: an introduction* (2<sup>nd</sup> ed). Chichester: Wiley.
- Sureshchandar, G.S., Rajendran, C., & Anantharaman, R.N. (2001). A conceptual model for total quality management in service organizations. *Total Quality Management*, 12 (3), 343–363.

Tabachnick, B. G., & Fidell, L. S. (2001). *Using Multivariate Statistics*. Boston: Allyn and Bacon.

Tabachnick, B. G., & Fidell, L.S. (2007). *Using multivariate statistics (5th Ed.)*. Boston: Pearson Education Inc.

Talib, F., Rahman, Z., & Qureshi, M. N. (2013). An empirical investigation of relationship between total quality management practices and quality performance in Indian service companies. *International Journal of Quality & Reliability Management*, 30(3), 280-318.

Tari, J.J., (2005). Components of successful TQM. *The TQM Magazine*, 17(2), 182-194.

Terziovski, M., Sohal, A. a. & Samson, D., (1996). Best practice implementation of total quality management: multiple cross-case analysis of manufacturing and service organizations. *Total Quality Management*, 7(5), 459- 481.

Teece, D., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533.

Terre Blanche, M., & Durrheim, K. (1999). Social constructionist methods. *Research in practice: Applied methods for the social sciences*, 147-172.

- Thiagarajan, T., Zairi, M. & Dale, B. G. (2001). A proposed model of TQM implementation based on an empirical study of Malaysian industry. *International Journal of Quality and Reliability Management*, 18 (3) 289-306.
- Thota, H. (2012). Key concepts in innovation. New York, NY: Palgrave Macmillan
- Thompson, B., & Daniel, L. G. (1996). Factor analytic evidence for the construct validity of scores: A historical overview and some guidelines. *Educational and Psychological Measurement*, 56, 197-208.
- Tidd, J. (2010). Managing innovation: Integrating technology, market and organizational change. New York, NY: Wiley.
- Tilton, H. (1994). Quality '94': offering the best. *Chemical Marketing Reporter*, 246 (18), SR3 -SR6.
- Tobin, L. M. (1990). The new quality landscape: total quality management. *Journal of Systems Management*, 41 (11), 10 - 14.
- Traina, S. B., MacLean, C. H., Park, G. S., & Kahn, K. L. (2005). Telephone reminder calls increased response rates to mailed study consent forms. *Journal of clinical epidemiology*, 58(7), 743-746.

- Tsang, J. H. Y. & Antony, J. (2001). Total quality management in UK service organization: Some key findings from survey. *Managing Service Quality*, 11, 132–141.
- Tschirky, H. (2011). Managing innovation-driven companies: Approaches in practice. New York, NY: Palgrave Macmillan.
- Ugboro, I. O., & Obeng, K. (2000). Top management leadership, employee empowerment, job satisfaction, and customer satisfaction in TQM organizations: An empirical study. *Journal of Quality Management*, 5(2), 247-272.
- Ulin, P. R., Robinson, E. T. & Tolley, E. E. (2004). *Qualitative Methods in Public Health: A Field Guide for Applied Research*. Sanfransisco: Jossey-Bass.
- Ulrich, D., (1997). *Human Resource Champions*. Boston: Harvard University Press.
- Ulrich, D. Brockbank, W. (2005). *The HR value proposition*. Harvard Business School Press, Boston, MA.
- UNCTAD Report (2013). Growth with Employment for Inclusive and Sustainable Development. The Least Developed Countries. United Nations Publication. Sales No.E.13.II.D.1. ISBN 978-92-1-112864-2.

- Van Marrewijk, M., & Werre, M. (2002). Multiple levels of corporate sustainability. *Journal of Business Ethics*, 44(2-3), 107-119.
- Van Marrewijk, M., (2003). European Corporate Sustainability Framework, in Managing Complexity and Corporate Transition. *International Journal of Business Performance Measurement*, 5, 2-3.
- Vanagas, P., & Žirgutenė, S. (2015). TQM Paradigm Shift in The Context of Change Management. *Engineering Economics*, 43(3), 15-21.
- Vartia, M. (1996). The sources of bullying-psychological work environment and organizational climate. *European journal of work and organizational psychology*, 5(2), 203-214.
- Velicer, W. F. (1977). An empirical comparison of the similarity of principal component, image, and factor patterns. *Multivariate Behavioral Research*, 12(1), 3-22.
- Velicer, W. F., & Jackson, D. N. (1990). Component analysis versus common factor analysis: Some issues in selecting an appropriate procedure. *Multivariate behavioral research*, 25(1), 1-28.

- Velicer, W. F., Peacock, A. C., & Jackson, D. N. (1982). A comparison of component and factor patterns: A Monte Carlo approach. *Multivariate Behavioral Research*, 17(3), 371-388.
- Mullins, W., & Larreche, B. (2006). Marketing Strategy: A Decision-Focused Approach. *McGraw-Hill: New York, NY*.
- Walley, E. L., & Stubbs, M. (1999). 'Greenjacking'-A tactic for the toolbag of environmental champions? Reflections on an SME success story. *Corporate Social-Responsibility and Environmental Management*, 6(1), 26.
- Wang, C. H., Chen, K. Y., & Chen, S. C. (2012). Total quality management, market orientation and hotel performance: The moderating effects of external environmental factors. *International Journal of Hospitality Management*, 31(1), 119-129.
- Watkin, C., & Hubbard, B. (2003). Leadership motivation and the drivers of share price: The business case for measuring organisational climate. *Leadership & Organization Development Journal*, 24(7), 380-386.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic management journal*, 5(2), 171-180.

- Whitley, R. (2002). Developing innovative competences: the role of institutional frameworks. *Industrial and Corporate Change*, 11(3), 497-528.
- Wehrli, R., Egli, H., Lutzenberger, M., Pfister, D., Schwarz, J., & Stettler, J. (2011). „Is there De-mand for Sustainable Tourism?—Study for the World Tourism Forum Lucerne 2011—. *ITW Working Paper Series Tourism* 001/2011, Lucerne University of Applied Sciences and Arts.
- Wolpin, R.; Burke, T. & Green, A. (1999). *Psychology of Motivation*. Georgetown, Ontario: Irwin.
- Wreder, Å. (2006). Management for sustainable workplaces a tentative model based on experiences taken from Swedish organizations. In *Conference proceedings: 9th International QMOD Quality Management and Organisational Development Conference*. Liverpool John Moores University.
- Wright, P.M. & Nishii, L.H. (2010). Strategic hrn and organizational behavior: Integrating multiple levels of analysis. In *D.E. Guest & J. Paauwe & P.M. Wright (Eds.), Human resource management and performance: Progress and prospects*, Oxford, UK: Blackwell Publishing.
- Xaba, M. I. (1996). Factors Influencing the Job Satisfaction of Senior Teachers in Schools Attended by Black Students. *Unpublished MEd Dissertation, Patchefsroom, University for Christian Higher Education*.

- Yang, C. C., & Yang, K. J. (2013). An integrated model of the Toyota production system with total quality management and people factors. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 23(5), 450-461.
- Yusuf, Y., Gunasekaran, A., & Dan, G. (2007). Implementation of TQM in China and organisation performance: an empirical investigation. *Total quality management*, 18(5), 509-530.
- Zairi, M., & Youssef, M. A. (1995). Benchmarking critical factors for TQM: Part I: Theory and foundations. *Benchmarking for Quality Management & Technology*, 2(1), 5-20.
- Zehir, C., Ertosunb, Ö. G., Zehir, S., Müceldilli, B. (2012). Total Quality Management Practices' Effects on Quality Performance and Innovative Performance Procedia - *Social and Behavioral Sciences*, 41, 273 – 280
- Zhang, Z., Waszink, A. B., & Wijngaard, J. (2000). An instrument for measuring TQM implementation for Chinese manufacturing companies. *International Journal of Quality & Reliability Management*, 17(7), 730-755.
- Zhao, F. (2004). Siemens' business excellence model and sustainable development. *Measuring Business Excellence*, 8(2), 55-64.



Zhou, K. Z., Yim, C. K., & Tse, D. K. (2005).The effects of strategic orientations on technology-and market-based breakthrough innovations.*Journal of marketing*, 69(2), 42-60.



## APPENDICES

### QUESTIONNAIRE (ENGLISH VERSION)

Dear Participant,

Warm greetings from the researcher, Khalid Alharbi.

I am a PhD candidate at Universiti Utara Malaysia, Malaysia. I am doing a research titled “The Impact of Total Quality Management on Organisational Sustainability: The Case of the Hotel Industry in Saudi Arabia”. This survey uses a fixed-response format so that you will be able to complete it easily and quickly (around 15-20 minutes). I simply want your opinions based on your knowledge and experience of practice in your hotel and in your field of expertise.

As a participant in this survey you face no risks as your name and identity will not be collected, so your responses cannot be associated with you. Furthermore, survey data will only be available to the researcher in aggregate and will be used mainly for academic purposes.

If you require additional information or have questions, please contact me at the details listed below.

**Sincerely,**

**Khalid Alharbi**  
**Mobile no.: +966555144629**  
**E-mail: kff005@yahoo.com**

## **PART (ONE): DEMOGRAPHICS**

**1. Hotel** **Name** :

---

For question No. 2 – 5, please (√) in the appropriate box.

### **2. Region**

1. ☐ Western Region      2. ☐ Central Region  
3. ☐ Eastern Region

### **3. Hotel Classification**

1. ☐ Below 3 stars      2. ☐ 3 stars  
3. ☐ 4 stars      4. ☐ 5 stars

### **4. Manager Age**

1. ☐ 20 years – 27 years      2. ☐ 28 years - 35 years  
3. ☐ 36 years - 43 years      4. ☐ 44 years - 50 years  
5. ☐ Above 50

## **PART (TWO): TOTAL QUALITY MANAGEMENT (TQM)**

Please indicate the extent to which each of the following statements reflects the case of total quality management in your hotel based on your knowledge and experience. You can use the following rating scale:

Strongly Disagree (0%)	Disagree (20%)	Somehow Disagree (40%)	Somehow Agree (60%)	Agree (80%)	Strongly Agree (100%)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

No.	DIMENSION/ITEM	1	2	3	4	5	6
<b>TRAINING AND EDUCATION</b>							
1.	Hotel employees are given education and training in how to identify and act on quality improvement opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	Hotel employees are given education and training in statistical and other quantitative methods that support quality improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	Hotel employees are given the needed education and training to improve job skills and performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	Hotel employees are rewarded and recognized (e.g., financially and/or otherwise) for improving quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>TEAMWORK AND INVOLVEMENT</b>							
5.	Teamwork and consensus are important in our Hotel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.	Our Hotel encourages employees to participate in decision making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7.	Our Hotel tries to understand the point of view of customers in defining the quality of services provided.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8.	Our Hotel's senior management encourages teamwork across units and disciplines.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>STRATEGIC QUALITY PLANNING</b>							
9.	Hotel employees are given adequate time to plan for and test improvements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10.	Each department and work group within this Hotel maintains specific goals to improve quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11.	The Hotel's quality improvement goals are known	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	throughout the organization.						
12.	Hotel employees are involved in developing plans for improving quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.	Middle managers (e.g., department heads, program directors, and first line supervisors) are playing a key role in setting priorities for quality improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.	External customers are playing a key role in setting priorities for quality improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15.	Non-managerial employees are playing a key role in setting priorities for quality improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>CUSTOMER FOCUS</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
16.	The Hotel does a good job of assessing current customers' needs and expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17.	Hotel employees promptly resolve customers' complaints.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18.	Customers' complaints are studied to identify patterns and prevent the same problems from recurring.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19.	The Hotel uses data from customers to improve services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20.	The Hotel does a good job of assessing employees' satisfaction with the hotel services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21.	The Hotel uses data on customer expectations and/or satisfaction when designing new services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>INFORMATION AND ANALYSIS</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
22.	The Hotel collects a wide range of data and information about the quality of services provided.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23.	The Hotel uses a wide range of data and information about the quality of services to make improvements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24.	The Hotel continually tries to improve how it uses data and information on the quality of services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25.	The Hotel continually tries to improve the accuracy and relevance of its data on the quality of services provided.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26.	The Hotel continually tries to improve the timeliness of its data on the quality of services provided.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27.	The Hotel compares its data to data on the quality of services at other hotels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>CONTINUOUS IMPROVEMENT</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
28.	Associates in the Hotel try to improve the quality of their services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29.	Associates in the Hotel believe that quality improvement is their responsibility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30.	Associates in the Hotel analyse their work services to look for ways of doing a better job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>PROCESS MANAGEMENT</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
31.	Quality data (defects, complaints, outcomes, time, satisfaction, etc.) are available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32.	Quality data are timely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33.	Quality data are used as tools to manage quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34.	Quality data are available to hourly workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35.	Quality data are available to managers and supervisors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36.	Quality data are used to evaluate supervisor and managerial performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>ROLE OF THE QUALITY DEPARTMENT</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
37.	Visibility of the quality department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38.	Quality department's access to divisional top management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39.	Autonomy of the quality department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40.	Amount of coordination between the quality department and other departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41.	Effectiveness of the quality department in improving quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### PART (THREE): ORGANISATIONAL SUSTAINABILITY

Please indicate the extent to which each of the following statements reflects the situation in your hotel based on your knowledge and experience. You can use the following rating scale:

Strongly Disagree (0%)	Disagree (20%)	Somewhat Disagree (40%)	Somewhat Agree (60%)	Agree (80%)	Strongly Agree (100%)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

No.	Item	1	2	3	4	5	6
1.	Sustainability concepts, practices and processes are important to our hotel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	Economic sustainable hotel management initiatives include local business partnerships with local investors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	Economic sustainable hotel management initiatives include place marketing of host city.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	Social sustainable hotel management initiatives include local cultural development programmes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	Social sustainable event management initiatives include programmes for health and wellness enhancement of the local community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.	Environmental sustainable hotel management initiatives include waste recovery and minimization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7.	Environmental sustainable hotel management initiatives include renewable energy usage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### PART (FOUR): ORGANISATIONAL CLIMATE

Please indicate the extent to which each of the following statements reflects the situation regarding the climate within your hotel based on your knowledge and experience. You can use the following rating scale:

Strongly Disagree (0%)	Disagree (20%)	Somehow Disagree (40%)	Somehow Agree (60%)	Agree (80%)	Strongly Agree (100%)
1	2	3	4	5	6

No.	Item	1	2	3	4	5	6
1.	The relationships with my managers are good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	My managers encourage me when I have problems so that I can solve them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	My suggestions about the work is listened to.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	Opportunities for training are offered.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	If I need help because of a heavy workload, I am given the necessary means.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6.	The goal of my work are clearly defined.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7.	The managers are willing to listen to their employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8.	Socially, my work has the prestige it deserves.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.	Innovate contributions are appreciated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10.	When I do something well, my superiors congratulate me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11.	My work is adequately defined.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12.	Deadlines are adequately met.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.	My managers watch me closely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.	My work is inadequately supervised.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15.	Everything is decided from above.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### PART (FIVE): CHANGE AGENT

Please indicate the extent to which each of the following statements reflects the situation regarding the change agents within your hotel based on your knowledge and experience.

You can use the following rating scale:

Strongly Disagree (0%)	Disagree (20%)	Somehow Disagree (40%)	Somehow Agree (60%)	Agree (80%)	Strongly Agree (100%)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

No.	Item	1	2	3	4	5	6
1.	The hotel's management employs an internal change agent to lead change in the hotel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	The Hotel's management recruits an external expert to facilitate change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	Change agent helps the hotel to adapt to change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	Change agent participates in shaping culture change for renewal and transformation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	Change agent makes sure that HR processes and programs increase the hotel's ability to change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



<b>6.</b>	Change agent is an active participant in hotel renewal, change, or transformation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>7.</b>	In this hotel, HR is seen as a change agent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>8.</b>	HR effectiveness is measured by its ability to help the hotel to anticipate and adapt to future issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>9.</b>	HR spends time on supporting new behaviour for keeping the firm competitive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>10.</b>	HR works to reshape behaviour for hotel change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>11.</b>	HR develops processes and programs to help the hotel transform itself.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>12.</b>	HR's credibility comes from making change happen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



***Thanks You for Cooperation***

**UUM**  
Universiti Utara Malaysia

## QUESTIONNAIRE (ARABIC VERSION)

استبيان

عربي المشارك،

تجربة طيبة من الباحث: خال دال حبي

أخال دال حبي، طلاب درجة البكالوريوس لمعة اوتارام التي نفسي لمي نيا. أوم بحث اسم: نشر مدرسة إدارة الجودة شملة على سبداية التقنيية: "حالة صرنا على فن ادق في اللمكة للعربي الس عوي في يت خدم هذا مسح نموذج بة التينة حيث يملئكم إلم ال مبسولة وسرعة (20-15 دقيقة). بساطة، لأباحاجة لكم بيناء على معوتكم وضوتكم من خ ل مدرسة أع الكففي مجال فن ادق كذلك لضررات لكي حصلتم على طيبة جالكتم.

بصفتي مشاركي في البحث، لنت واجهوا أي مخاطر حيث حاجة ماء ولاوظيفة، بوزلك يمكن ارتباط ردوكم بكم. على ذلك لتتفهم علوكم ال مس لمباحثتكم التي اتست خدم صور رئيسي على غراض كايية.

يرجى تصالبي من الهيئات المتوفرة أفاه إلتب حاجة على ومات إضفلية أو إذا كنت ليلكم مشغولاً رات.

مخلصكم،

خال دال حبي

جوال: 0555144629

بريد إلكتروني: [kff005@yahoo.com](mailto:kff005@yahoo.com)



UUM  
Universiti Utara Malaysia

## الجزء الثاني من التقييم

اسم الفنيق:

(في المكان المخصص لملء سؤال 2-5 يرجى وضع مة )

الفيقة

□ 2-الفيقة الفوسطى

□ 1-الفيقة الفوسطى

□ 3-الفيقة الفوسطى

تصنيف الفنيق

□ 2/ 3 جوم

□ 1/ 3 جوم

□ 4/ 5 جوم

□ 3/ 4 جوم

عمر المدي

□ 2/ 35-28 سنة

□ 1/ 20 - 27 سنة

□ 4/ 50-44 سنة

□ 3/ 43-36 سنة

□ 5/ أكثر من 50 سنة

## الجزء 2: إدارة لجودة الفية

يرجى توضيح لحد الذي يتخس في هك لف اقدم ايلي حلة إدارة ل ج و ل ق ش امل في الفنيق الذي يتعمل و ن ب ه طقا  
ل م ع ف ت ا ك م و ن ج ر ت ا ك م ب ا م ن ا ك م ا س ت ع م ا ل ق ط ا م ا ل د ر ج ا ت ا ل ت ل ي :

أوافق بشدة (0%)	افق (20%)	موفق إلى حد ما (40%)	موفق إلى حد ما (60%)	موفق (80%)	فك بشدة (100%)
1	2	3	4	5	6

No.	بعداد	1	2	3	4	5	6
1	تتدرب موظفي الفنيق بتوع ليم م حول الفية فتحي فرصت حسين ال جودة وال عمل علي ها.	○	○	○	○	○	○
2	تتدرب بتوع ليم موظفي الفنيق بتوع ليم طرق الكمية ا ص ب ط و ل طرق ا ي التي تدع م حسين ال جودة.	○	○	○	○	○	○
3	تتدرب موظفي الفنيق بتوع ليم م م م حسين م ه ا ر ا ت ا ل عمل و ا داء.	○	○	○	○	○	○

4	تمت تمييز موظفي التدقيق واعترافهم بأي، مزالناجي ةاللمية نواحي أو اثنتين مع (لتحسين الجودة					
	6	5	4	3	2	1
5	عمل الفيق واء صاء مهين ففندقنا.					
6	يشجع الموظفين على المشارك فيصنع اعلق قرار.					
7	يلجأون دقن السبي عاب اراءالعم لتحييد جودة الخدمات المقدمه.					
8	يشجع اراقع ليليفيقنا عمل الفيق عبرالوحدات ووا					
	6	5	4	3	2	1
9	يضع وقت كافل موظفي التدقيق خطي طلائحيينات واطب ارها.					
10	لدى كل إدارة ومجموعة عمل في هذا التدقيق ا لفا محددة لغرض تحسين الجودة.					
11	أهداف تحسين الجودة للتدقيق عروف في كل ارات.					
12	يشارك موظفي التدقيق في تطوير خطط تحسين الجودة.					
13	يلعب ال مبراغي ال مريب ا داي ةالوسري طة دورا )أي، رؤساء ارات، مدراء البرامج، والمشرفين ال (السيين) في إعداد ايات ال خاصة بتحسين الجودة.					
14	يلعب ال عم لاخرين دورا في إعداد أوليات تحسين الجودة.					
15	يلعب ال موظفين غير الين دورا في إعداد أوليات تحسين الجودة.					
	6	5	4	3	2	1
16	يقوم التدقيق بعمل محدد في التقييم حاجات ال عم لاالين تتوقعه.					
17	يحل موظف التدقيق شركاوى الع را.					

18	بتم واسرة شكواى الى عم لتحيد النماذج من ع وقوعفس المش	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19	يست خدم الفين دق لليليات المقدمة من الع لئح سرين ال خدمات.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20	يقوم الفين دق بعمل محيدي التقييم رضى ال موظفين عن خدمات الفين دق.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21	يست خدم الفين دق لليليات المقدمة من الع بشأت وق عكم و رضاهم أو اثنيين معا عرخص ييم خدمات جيدة.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
العمليات والتحليل						
22	يجمع الفين دق طفا واسعا من الليانات والعلو مانتبش ان خدمات لاجودة المقدمة.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23	يست خدم الفين دق طفا واسعا من الليانات والعلو مانتبش ان خدمات لاجودة عمل لئح سرين اتعليها.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24	يحول الفين دق لئح سرين ال طريق التقييم ستخدم الليانات والعلو مانتبش ان خدمات لاجودة.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25	يحول الفين دق لئح سرين دقة وصح تيار لئبش ان خدمات لاجودة المقدمـــــة.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26	يحول الفين دق استمرات ح سرين ال خطوط لازمي لئلي لئبش ان خدمات لاجودة المقدمة.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27	يقارن الفين دق لئح سرين ات خدمات لاجودة المقدم في عي علي ادق.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
لئح سرين المسمت مر						
28	يحول لازم في الفين دق ح سرين جودة ال خدمات التقييم قدمها.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29	يحول لازم في الفين تناع ات ح سرين لاجودة مومو لئيت مم.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30	يجلل للز في الفين دق خدمات عمل لئل لئح ع طرق لئق ييم عمل لئفضل.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
إدارة ا						
		6	5	4	3	2

31	بيانات الجودة (المجوب للشكاوى، الالتهاج، الوقت، الرضى ... الخ).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32	بيانات الجوفقي وقت الم حدد.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33	تستخمم بيانات الجودة وسطا ارة ل جودة.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34	بيانات الجودة ووقتهم ل عمل على مدار الساعة.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35	بيانات الجودة ووقتهم ل عمل مدراء والم شفين.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36	تستخمم بيانات الجودة ووقتهم ل شفي اري.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
دور إدارة الجودة						
37	جدوى إدارة الجودة.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38	الطيق سالكين إدارة الجودة و اارات الخيا.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39	تشريح إدارة الجودة.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40	حجم التسيقيين إدارة الجودة و ارات ا رى.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41	فعالية إدارة الجودة ووقتهم ل حسين الجودة.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### الجزء 3 ملء دامت شركة

يرجى توضيح الحد الذي تخسفي هك لف ادم ايلي حلة إدارة ل ج و ل ق ش امل في ائ دق ل الذي ت عمل و ن ب ه طقا  
ل ح ف ت ا ك م و ح ت ا ك م ب ا ل م ن ا ك م ا س ت ع م ا ل ق ط ا م ا ل د ر ج ا ت ا ل ت ا ل ي ة :

1	2	3	4	5	6
وافق بشدة (0%)	افق (20%)	ملف إلى حد م (40%)	ملف إلى حد م (60%)	ملف (80%)	افق بشدة (100%)
1	2	3	4	5	6

الرقم	البيد	1	2	3	4	5	6
1	استدام الفم ا هيم والممارسات والعمليات هام قبل ائيب تقيون ا.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	تشمل الصادر تهم ا ي ا ل م ت د ا م ا ر ا ا ل ي د ق ش ر ك ا ا ل ع م ا ل ح ا ل ي ن م ع الم س ت ا م ي ن ا ل ح ا ل ي ن .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	تشمل الصادر تهم ا ي ا ل م ت د ا م ا ر ا ا ل ي د ق س و ق ا ل م ي ن ة .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

○	○	○	○	○	○	تشمل المبادرات ا ت م ا عي الم استخدام ارة الفين دق تطوير البرامج في افية الاجلية.	4
○	○	○	○	○	○	تشمل المبادرات ا ت م ا عي الم استخدام ارة الفين دق تعزير برامج الصحة والرعاية لملحمة عالم لحي.	5
○	○	○	○	○	○	تشمل المبادرات المهيبة الم استخدام ارة الفين دق مع لاج الفين ايات بخلق ليل في ما.	6
○	○	○	○	○	○	تشمل المبادرات المهيبة الم استخدام ارة الفين دق استخدام ال طلق الفين دق ج ددة.	7

#### لجزء 4: في اعلى شركة

يرجى توضيح لحد الذي يتخسرفي هك لف اقدم ا يلي حلة إدارة لاج و لخلق شامل في الفين دق الذي يتعمل و ن ب ه طقا  
ل م ع ف ت ك م و ن ت ك م ب ا ل م ن ك م ا س ت ع م ا ل ق ط م ا ل در ج ا ت ا ل ت ا ل ي ة :

أوافق بشدة (0%)	افق (20%)	مؤفق إلى حد ما (40%)	مؤفق إلى حد ما (60%)	مؤفق (80%)	فوق بشدة (100%)
1	2	3	4	5	6

الرقم	البيد	1	2	3	4	5	6
1	ال مع مدرسي جيدة.	○	○	○	○	○	○
2	يشجعني مدرسي عدد وجود المش ت وذل ك اسقطي ع حل المش	○	○	○	○	○	○
3	يتم ا ت م ا ع ف م ت ر ح ل ي ش ا ن ا ل ع م ل.	○	○	○	○	○	○
4	يتم عرض فرص التدريب.	○	○	○	○	○	○
5	إذا كنت بحاجة لمساعدتك سبب بقول ح ج م ا ل ع م ل م ق د م ل ي ا ل و س ط ا ل ا مة لللك.	○	○	○	○	○	○
6	الهدف من عملي م ح د ب وضوح.	○	○	○	○	○	○
7	يرغب ال مدر ا في ا ت م ا ع ل م و ظ ي م.	○	○	○	○	○	○
8	مزال ناجية ا ت م ا ع ل ع ل ه ي ا ح ت ر ا م ا ت م ا ع ي ا ل ذ ي ي س ت ق ه.	○	○	○	○	○	○

9	بلتداعالمس اهمات قدير.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	عن دلم ان جز امر مل بصورة محدة بي هني المشفين لئى ذلك.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	عملي مح د بصورة ولضحة.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	بتم اغب ابلل موا عي دالن هني ع لى حو م .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13	يراقني مدرطي عن لغب.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14	تم ا راف على عمل ي بصورة ناسبة.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15	لئى ش ي بتم وض ع القرا بشل ه من اعلي.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### الجزء 5: عامل التغيير

يرجى توضيح ال حد لذي يتخسف في ه كلف ادم ا يلي حلة إدارة لاج و لقلش امل قي الفندق لذي يتعمل و نب ه طقا ل معرفتكم و ضرتكم ب املواكم استعم ال قوائم ال درج ات التلية:

1	2	3	4	5	6
وافق بشدة (0%)	افق (20%)	موفق إلى حد ما (40%)	موفق إلى حد ما (60%)	موفق (80%)	افق بشدة (100%)

الرقم	الفند	1	2	3	4	5	6
1	توظف إدارة الفندق و لئى لئى غير دا لئى لئى ادة الئى غير في الفندق.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	توظف إدارة الفندق بغير ا خارجي لئى لئى غير.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	يساعد و لئى لئى غير في التليف م ع الئى غير.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	يشارك و لئى لئى غير في ش لئى لئى غير في اف ق ل غر ط لئى لئى غير و لئى لئى غير.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	بأكذ و لئى لئى غير ان عملات إدارة ال موار لئى لئى غير و ا م ا تنيد من قدرة الفندق لئى لئى غير.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	ولئى لئى غير مش اركش ط لئى لئى غير في الفندق و لئى لئى غير و لئى لئى غير.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	في الفندق بغير إدارة ال موار لئى لئى غير ع ا م لئى لئى غير.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



○	○	○	○	○	○	8	تتمقي اسرف علي إدارة ال موارد بشري ة م ل قدوت ه اعل ى مس اعدة الفين دقفي المش ارك في المسائل الموقبت لية والتليف مع ه ا.
○	○	○	○	○	○	9	تست خدم ال موارد بشري في د علم سل وكي اتل اجد ل ه ل ف حافظ في في افسري ل الش ركة.
○	○	○	○	○	○	10	تعمل ال موارد بشري في في اع اقص ل ي ال سل و ك ل ا خ ا ص ر ي ت في ر ا في ن د ق.
○	○	○	○	○	○	11	تطور ال موارد بشري ة الم في ات والبر ام ج لم س ا ع د ق ت ح و ل الفين دق في ن س ه.
○	○	○	○	○	○	12	تتبع ص ل ق ي ة ال موارد بشري ة م ن ا ح د ا ت ل ت في ر.

ش ا ك ر ا ع ل م ت ع ا ف ا ن ك م.



**UUM**  
Universiti Utara Malaysia



PEJABAT PENOLONG NAIB CANCELOR  
OFFICE OF THE ASSISTANT VICE CHANCELLOR  
UUM Kolej Perniagaan  
Universiti Utara Malaysia  
06010 UUM SINTOK  
KEDAH DARULAMAN  
MALAYSIA



Tel: 604-928 6501/6500  
Faks (Fax): 604-928 6525  
Laman Web (Web): <http://www.cob.uum.edu.my>

June, 25<sup>th</sup> 2015

Cultural Mission of Royal Embassy of Saudi Arabia

Saudi Arabian Cultural Attached in Malaysia

Dear Sir,

I write to bring to your kind attention that PhD candidate AL-HARBI, KHALID NAHI has ethical approval from University Utara Malaysia to conduct his study.

**Title of the study: THE IMPACT OF TOTAL QUALITY MANAGEMENT ON ORGANISATIONAL SUSTAINABILITY: THE CASE OF THE HOTEL INDUSTRY IN SAUDI ARABIA**

With permission of the Saudi Commission for Tourism and Antiquities in Saudi Arabia he may collect data from 186 hotels from 5 regions.

He has pre-approved explanatory statements for those interested in participating. The main instrument for data collection in this study is questionnaire.

Mr. AL HARBI, KHALID NAHI will further interview Executive Manager in hotels.

If you have any enquiry please do not hesitate to contact me.

Yours sincerely,

**PROF. DR. RUSHAMI ZIEN B. YUSOFF**  
Assistant Vice Chancellor  
College of Business  
Universiti Utara Malaysia



Universiti Pengurusan Terkemuka  
The Eminent Management University





إلى من يهمه الأمر

تود الملحقية الثقافية السعودية بدولة ماليزيا الإفادة بأن الطالب/ خالد بن ناحي الحربي/  
سجل مدني (1054738362) دارس على حسابه الخاص لمرحلة الدكتوراه في التسويق في  
أوتارا بماليزيا وعنوان بحثه:

(The impact of total quality management on organizational  
sustainability: The case of the Hotel industry in Saudi Arabia).

وتم منحه هذا الخطاب بناء على خطاب مشرفه الدكتور روشامي زين بن يوسف لجمع  
بيانات (مرفق صورة من خطاب المشرف).

وأعطي له هذا الخطاب بناء على طلبه دون أدنى مسؤولية على الملحقية.

وتقبلوا أطيب تحياتي وتقديري ...

الملحق الثقافي في ماليزيا

أ.د. زايد بن عجيل الحارثي



٢٠١٥ / ١١ / ١٩

٢٠١٥ / ١١ / ١٩